DESIGNING THE HOTEL SAFETY AND SECURITY SERVICES FOR REPEAT PATRONAGE INTENTION

SYNOPSIS OF THE THESIS

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Submitted by

Savita

Submitted to

Dr Vinay Rana (Supervisor)

Dr Shalini Singh (Co-supervisor)

SCHOOL OF HOSPITALITY MANAGEMENT

IMS UNISON UNIVERDITY DEHRADUN – 248009

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Introduction

The Indian tourism and hospitality industry have emerged as one of the most important development engines in the country's services sector. Given the country's rich cultural and historical legacy, diversity in ecosystem, terrains, and natural beauty spots, tourism in India has a lot of promise. Aside from being a substantial source of revenue, tourism has the potential to generate a big number of jobs.

The hotel industry is a broad and diverse industry that encompasses many different types of properties. The industry includes small, medium, and big businesses and contributes significantly to national and worldwide economies. For a variety of reasons, the hotel industry is exceptionally complicated. To begin with, the industry has a complicated structure due to the vast number of catteries. Hotel quality (luxury, first class, mid-range, and economy), hotel location (city centre, rural, and coastal), and hotel style are all included in these categories (e.g. traditional hotel, resort hotel, all-suite hotel, limited service hotel, motel). Second, the industry's affiliation and management structures add to its complexity. Hotels can be run as independent properties, franchised to a branded hotel corporation (e.g. Marriott, Holiday Inn), or part of a marketing consortia in terms of association (e.g. Best Western, Leading Hotels of the World). Furthermore, hotels can be managed by the owner, by independent hotel management businesses, or by a national or international branded hotel company.

As per the statistics presented by IBEF (India Brand Equity Foundation), In FY20, India's tourism sector employed 39 million people, accounting for 8.0 percent of the country's overall workforce. It is estimated to employ almost 53 million people by 2029.

According to the World Travel and Tourism Council, India placed 10th out of 185 nations in terms of total contribution to GDP from travel and tourism in 2019. In 2019, travel and tourism contributed 6.8% of the total economy's GDP, or Rs. 13,68,100 crore (US$ 194.30 billion).

Foreign visitor arrivals (FTAs) in India reached 10.93 million in 2019, an increase of 3.5 percent year on year. Tourism-related FEEs climbed 4.8 percent year on year to Rs. 1,94,881 crore (US$ 29.96 billion) in 2019. e-Tourist Visa arrivals climbed by 23.6 percent year over year to 2.9 million in 2019. FTAs fell 75.5 percent YoY to 2.68 million in 2020, while arrivals via e-Tourist

Visa (Jan-Nov) fell 67.2 percent YoY to 0.84 million. The e-Tourist Visa capability was extended to people of 171 countries as of March 2021.

International tourist arrivals are predicted to reach 30.5 billion by 2028, generating about US$ 59 billion in revenue. Domestic tourists, on the other hand, are projected to drive the growth.

Currently, the hospitality industry is the most profitable company on the planet. Many corporate tycoons have invested heavily in the hotel industry. India is also establishing itself as a major tourist destination around the world. The Indian Tourist Ministry is aggressively working on the "Incredible India Campaign" to boost the tourism and hospitality industries. In 2017, India was ranked 40th in the World Economic Forum's Travel & Tourism Competitiveness Index (TTCI), up 12 places from its previous ranking of 52nd in 2015. (World Economic Forum, 2019).

Once the pandemic is gone and the economy has recovered, the demand-supply gap in India will worsen, necessitating the construction of more hotel rooms. The scarcity of rooms will be concentrated in the budget and economy hotel category. The majority of travellers look for hotels that are comfortable, safe, and affordable. Many national and international hotel brands have already made significant investments in the budget hotel market, and it is expected that this trend will continue. Demand is likely to climb as a result of the increase in digital reservations.

Quality assessment and measurement was once a critical requirement for the manufacturing business. The desire for enhanced customer service has considerably increased the need for service quality management in recent years. Client loyalty in the hotel sector is based on service excellence in terms of both customer expectations and perceptions. The enhancement of service quality is also a key aspect determining hotel company performance.

One of the most important sectors of tourism is lodging (Deng et al., 2013). These days, the tourism industry faces major safety and security challenges due to increasing crimes and terrorist attacks at destinations, natural calamities, economic crises, new viruses, etc. SERVQUAL model given by Parasuraman et al. (1985) also include Safety and Security as one of the important item. When picking a hotel to stay at, safety and security are crucial considerations to consider. In addition to other aspects such as convenience of location, outstanding service, and employee friendliness, security is the most crucial element for both business and leisure travellers when choosing a hotel. When developing a hotel's safety and security measures, hoteliers usually adhere

to local regulations which might not be enough to ensure complete safety and security of guest and employees.

Hotels are an integral part of the hospitality and tourism industry and ensuring guest safety security at the hotel is in the interest of both guests and the hotel itself. In earlier times guest was dependent on the hotel for accommodation only later seeing the potential of ancillary services for increasing the profit, hotels started offering food and other services as well. hotels are called home away from home and all facilities or needs which are furnished at home, are required to be furnished at hotels as well including safety and security. A guest can't feel at home in a hotel if the guest does not feel safe while staying. According to Abraham Maslow hierarchy of needs, the basic need includes physiological needs and then the second basic needs are safety needs (McLeod, 2018). Batra (2008) & E. C. L. Yang & Nair (2014) proposed that Safety and security are basic needs especially since it is evident from research studies that tourist avoid unsafe destinations. Any incident directly affecting guest has negative impact on hotel income. To ensure that tourism continues to grow and generate income, all stakeholder should pay extra attention on Safety and security measures for guests. Therefore, hotel managers need to assess quality of safety and security measures at their property. Ying et al. (2018) suggested that even when funds are limited, focus should be given to improve in room safety and security along with in-room entertainment, and tourism information.

Problem statement

Hotel industry generates high revenues and gives major contribution to economy. This industry is facing uncertainties like terrorism, natural calamities. These incidents are now becoming more frequent and affecting hotels guest influx adversely. Indian Hotel Industry has not yet forgotten 26/11 terror attack and 2004 Indian Ocean Tsunami. Increase in crimes against tourists demand more exploration of hotel safety and security services to diminish this adverse effect. COVID-19 pandemic has affected hotel and Tourism industry around the world, forcing complete and partial lockdown and strict regulation on various businesses due to risk of infection (Nicola et al., 2020; Rivera, 2020). It is a reminder of vulnerability of hotels to safety and security issues. Fourth Industrial revolution, technological changes and targeting global customer base has made it mandatory to understand and review Safety and security services of hotels. Most hotel invest very basic amount in safety and security services as it is a non-revenue producing department. However, it is a known fact that no guest will prefer to stay at hotel which neglects on safety and security measures.

The aim of the study

Safety and security are exigent services of hotel without which guest satisfaction can't be achieved. The aim of the study is to classify hotel safety and security according to the degree of satisfaction they bring to the guest. Additionally, this study is focused at analyzing the impact of safety and security services on Guest patronage.

Review of literature

Safety and security are the two terms used interchangeably but are different from each other. Safety incidents are the ones where human intentions of harming or injuring anyone. Whereas security is needed for those incidents where human beings are causing intentional harm or damage to other humans or the property. Some examples of safety issues are natural calamities, fire hazards, slips and falls, etc and examples of security issues are crimes, terrorism, cyber-attack, unauthorized entry, etc.

A clean room at a good price is the expectation of American tourists however when they are travelling overseas, they are ready to compromise on clean room over increased security (Shanahan & Hyman, 2007).

Anichiti et al. (2021) identified the difference in Romanian tourist perception safety and security according to the level of classification of hotels and on generation.

Kuo et al. (2020) proposed a measurement scale for safety culture in the hotel industry with five dimensions in its final framework which are Organization, Environment, Psychology, Behaviour, and Training. These five dimensions must be evaluated to measure the safety culture of the organization. this scale not only helps with the evaluation of employees' knowledge, beliefs, and attitude towards safety culture but also helps with improvement according to results. assessing the psychological dimension helps the organization understand employee's knowledge and attitude towards safety. The organizational dimension focuses on the managers of the hotels as they are the ones who ensure the safety of all employees. these employees must know about the safety management program of the hotel. training dimension helps in improving weak areas and reminds them to follow safety precautions. Behaviour dimension is a must to evaluate regularly as employees tend to neglect safety procedures and precautions. the last dimension is the Environment which managers have to make safe by providing safety tools, regular equipment maintenance, and practice work place safety.

Efendi (2020) found out major issue being faced by security managers like guest consuming excess alcohol and misbehaving afterwards, late coming and no shows of employees, misbehavior and

argument with security staff when management has ordered some control in check-in and check-out times.

Hoykinpuro (2018) found that safety and security is not considered as a service in hospitality industry and suggested developing safety security as a service that has a positive effect on image of the property. Hotels must focus on customer perception and customer value of safety security while designing hotels services.

Ghazi (2016) performed Important-Performance analysis on hotel safety and security measures and found that Medical Preparedness, Emergency Preparedness and Guestroom security are very important measure which are rarely used by hotels. Also, according to guest's perceived usage, Detectors and Access Control are highly used less important measures. The research also highlights significant difference between guests' perceived importance and guests' perceived performance of safety measures which in turn suggests a scope for improvement in safety security measures of Egyptian Hotels. the study also suggested to increase safety and security budget which also shows importance of safety and security measures for the hotel.

Chan & Lam (2013) presented gap between perception of hotel security managers and guests for safety and security. According to guest perception, top five hotel safety and security system are well equipped fire prevention system in accordance with local regulations, emergency plan & emergency lighting system, 24 hour uniformed security guard, regular testing of hotel safety security system and closed circuit television system whereas managers perceive that the top five safety and security systems for as perceived by guests are well equipped fire prevention, emergency plan, closed circuit television system for hotel public areas, an emergency lighting and application of a guest key to activate the lift to the guest floor. This clearly states that hotel managers need a better understanding of guest expectations as mismatch may lead to gap in service quality.

Sohrabi et al. (2012) classifies hotel selection factors into two categories namely hotel comfort factors and hotel compensatory factors. Safety and Security is one of the compensatory factors which guest considers for selection of hotel.

Magazine article by Farina (2012) compares two hotels out which one is large size luxury hotels having 80 surveillance cameras out of which 60 were non-functioning. Hotel did not have their own security department. Whereas in smaller hotel, all 12 cameras were in working order, proper training of staff was put in place with to the point evacuation plan. luxury hotels have to work on safety and security as it might seem that everything is well secured when hotel is actually neglecting security by cost cutting as safety security investment is non-revenue producing.

Rittichainuwat & Chakraborty (2012)found out 13 new safety and security concerns of tourists which were not available in the previous studies. The study favored use of long interview method to understand behavior of responses received. Tourists' viewpoint about safety and security measure shapes up the safety security measures of the hotels, airlines and other tourist destinations. Importance of safety measure for tourist also depend on the type of tourist. A business tourist might have a different view on safety and security measures of a destination when he travels with his family. tourist rating importance of safety and security measure actually helps hotels to make their decisions regarding safety and security measures.

Brock & Walker (2008) the study understands hotels security in terms of routine activity approach which includes three elements namely - absence of capable guardian, suitable target and a motivated offender. In terms of motivated offenders, research has observed that there are three categories of motivated offenders which are employees of the hotels, guests of the hotel and in some cases outsiders. in terms of suitable target, many times guest leaves their valuable items in plain view of the housekeeping staff. These valuables include money, laptop, credit and debit cards and even expensive jewelry which makes guest a suitable target. the third factor of routine activity approach is absence of capable guardian which according to the study is result of unofficial hotel policy.

Kristanti & Kuhn (2005) surveyed competencies of students in training hotels. According to instructor students lack in basic safety and security competencies and most of the times students ignore safety security measures on purpose. Study year does not have any significant difference on students' competencies of safety security whereas previous work experience and previous training have positive effect on students' competencies for safety and security. study also reveals that students do fair judgement of their competencies related to safety and security.

Security staff is focusing well on all security issues concerning fire safety, health and not just crime incidents. Hotels are ensuring that they make a proper balance between hospitality and security (Groenenboom & Jones, 2003).

Milman et al. (1999) reports a sense of safety among tourists visiting Central Florida however previous encounter with any crime had influence over safety perception. Some of the safety features like security staff patrolling, deadbolt locks, CCTV, door view port, caller screening by telephone operator and routine visit of police positively influenced the perception of safety and security. Tourist perception of safety and security has a direct link with safety and security of theme parks, hotels safety security devices, their education and visibility of police officers.

Hilliard & Baloglu (2008) postulated that meeting planners are concerned about safety and security of the hotel. They ask for safety security measures at the time of inspection of meeting site and agreed that safety and security is one of the factors they consider while choosing the meeting site. some of the factors which have broader impact on selection of hotel by meeting planners are hotel located in a low-crime area, good lighting in emergency exits, security staff and fire safety system.

Safety Security Infrastructure:

Anuar et al. (2019) interviewed 8 different security heads of hotel security department. Hotel security managers emphasized on four broad areas of safety and security which are training of employees for safety and security measures, exclusive floor for female guest, fire prevention system and use of CCTV. During interview these department heads reiterated the importance of preparing employees for any emergency matters, employee's being aware of suspicious individuals, guestrooms with fire sprinklers, CCTV installation. these managers also emphasized on single female traveler's security concerns as these females request for a room near to the lift, floors where families or other single females are staying.

Rathore et al. (2018) analyzed different safety and security factors for hotel selection by guest according to importance of these factors for guests. The study reveals most important measures which leads to selection of hotels. It shows that fire alarm and extinguisher is the most important factor among safety security measures. Emergency exits, electronic key cards, CCTV surveillance,

bright hallways are other important safety security measures which guest feel are very important and make selection of hotel on the basis of these measures.

Indian Hotel Classification system provides list of equipment required for safety and security however detailed guidelines must be provided in order to ensure guest and employee safety in hotels (Sufi & Shojaie, 2018).

Hotels lack in the amount of lighting for safety and security according to recommended levels. Hotels should think of improving lighting to meet industry recommendations as the well illuminated hotel areas promote feeling of security for guest and staff both (Jacobs-gray et al., 2016)

Hebert et al. (2015) checked the lighting levels in 30 major areas of the hotels and revealed that hotels have good lighting at the entrance and exterior stair of the building whereas using excess lighting in recreational areas and parking lots. These resources can be utilized for the areas where hotel lighting is not proper which are sidewalks and back entrance.

Rittichainuwat (2013)suggests a balance of overt safety measure and hospitality towards guests as excess of safety measures may force guest to think that some safety & security related incident had taken place earlier. Though overt safety measures make guest feel comfortable in the hotel right after terrorist attacks. Depending on purpose of travel and type of tourist there is a difference in perception of overt safety measure. For example, backpackers feel safe in the presence of overt safety measures except for their presence at guest houses. If at all they find some measures like metal detectors or luggage check taking place, they perceive that some incident has taken place and police has installed them for security reason which makes them feel very unsafe in the hotel.

When Enz (2009) measured safety and security features with an index, average score of the hotels for physical safety was found to be 70% whereas average score of hotel safety level in general was 64%which states clearly that U. S. hotels has more focus on physical safety features. the analysis also shows that the level of risk is dependent on location of the hotels. hotels located near airports and in urban areas are more vulnerable to safety and security issues and hence these hotels should have addition measures of safety and security in their hotels.

Enz (2003) observed more changes in safety and security measures of U.S. hotels in 2002 than 2001. Extended stay segment hotels are the one's which have made large scale changes in procedures while luxury hotels are the ones which made great addition to security staff. Hotels which made high changes in their policies and staffing are the hotels which already have ample physical safety features.

Feickert et al. (2006) highlighted that woman are more willing to pay extra charge for room for their preferred safety feature than men. As the age of customer increases, willingness to pay more for security feature decreases, leisure travelers are ready to pay more for security in comparison to business travelers. study found acceptability of all safety features with highest significance for metal detectors, armed security guards.

Earlier hotels did not have room keys and hence security was weak, now keys phased out and security became very strong with electronic room locking systems (Rushmore & Malone, 1998).

Emergencies and disaster preparedness:

Zhu & Li (2021) suggested various stages of emergency management at which VR/AR could be very useful. During pre-emergency preparedness, these technologies can be used to recognize and prevent hazards. VR/AR can be used to reproduce scene of disaster so that trainees can extract information from the virtual environment. VR/AR can simulate complex situations and trainee's ability of understanding and assessing the situation can be improved. For response during emergency, these technologies can be very useful in terms of Human Evacuation, search and rescue. Further, post disaster these technologies can help in recovery and damage detection.

Tsai et al. (2020) found significant difference in the disaster prevention literacy levels of staff who attended the disaster prevention training program. The study also identifies 4 key dimensions to measure DPL of hospitality professional namely Disaster prevention knowledge, disaster prevention attitude, disaster prevention skills and disaster prevention services.

X. Hu et al. (2021) presented COVID - 19 safety measures in three different categories which starts with employee deep compliance which includes Health and safety awareness, perceived utility, behavioral adaption and integration of measures in their work routine. For management safety

practices, study shows that managers can show their genuine commitment towards safety to their associates through protecting, promoting and participating. For organizational crisis strategies.

Paraskevas (2013) evaluated actions taken by Havana Hilton before and during the seizure and led to development of two components: risk management and crisis management. A Risk Intelligence loop framework was developed on the basis of the same which has the following sections: sensing the risk landscape, risk assessment, risk treatment, crisis response, crisis recovery. Organizations first have to feel the risk in the environment and accordingly access its vulnerability to that risk. if the organization is facing that risk, it can make one of the four choices avoid, mitigate, accept or transfer. Ideally this loop should close after the third stage and it should again start with sensing the risk in landscape. However, there are chances that not all risks can be assessed to tackled and then this risk converts into crisis and two further stages are needed which are crisis response and crisis recovery.

Kubickova et al. (2019) researched that two different destination will react not react in same manner to the crises. Also, not all crisis will affect the hotel room demand in similar pattern. Comparison of Costa Rica and Honduras shows that Costa Rica's had significant effect of 9/11 attack on hotel occupancy decreasing the occupancy by 11.10 percent and 2008 global financial crisis had bigger impact on its hotel performance. Whereas for Honduras both crises' effects were very mild. Study also explored possible causes of this variation of effect of same crisis among both countries. possible reasons include place from where tourist is coming and what is the mode of transport they are using. Another important factor for this difference in impact of crisis is Safety of the destination.

J. Wang & Wu (2018) compared attitude and intentions of Australian and Chinese Hotel Managers for safety and security and the study shows that the magnitude of attitude effect on intentions to enforce the crisis planning is greater in Australian managers than Chinese Managers. Both country managers have the common purpose and the most important factor for implementing is Serving Customers. To Australian Managers, the second most important factor for implementing crisis planning is the staff whereas for Chinese Managers, the second most important factors are Intangible long-term advantages which includes hotel's reputation and competitiveness. further in the study, it was found that Chinese managers have experienced more social pressure to implement

Crisis planning than Australian Managers which proves the that the magnitude of Subjective norms on crisis planning intentions is greater in Chinese than Australian hotels. It was also revealed that Chinese managers have strong influence of External factors in implementing crisis planning.

In Nguyen et al. (2018) study, Hotel samples were prone to many natural disasters due to their location in coastal area. All tourists are usually not aware of all the risks and their perceptions are different for these disasters. Thus, hotels have important role in boosting the immunity towards disaster resilience through establishing official evacuation buildings, center for refuge after disaster, proving information related to disaster in multiple languages and proper training of employees for these disaster situations.

Brown et al. (2018) developed integrative framework for investigating disaster resilience which gives a way to check measures within the hotel which has a role disaster resilience. Investigating disaster resilience in terms of various capitals, which are Economic capital, social capital, human capital, physical capital, natural capital and cultural capital, is a new way to assess disaster resilience for hotels. in the framework all the capitals are broken down into predictor factors which makes both qualitative and quantitative assessment easier.

Brown et al. (2017) study emphasizes on the importance of disaster resilience building for hotel industry. Disaster resilience for hotel industry is a changing situation which requires the hotels and other related organizations to assess, innovate and adapt and find cure for the situations which arise by disasters. Hotel policies require in depth scrutiny to check emergency preparedness of hotel sector.

Albattat & Som (2015)study on Jordan highlights many disasters and emergencies which has reflected adversely on Jordanian hotels. Hotels have vulnerability for attacks and hazards which has shown clear effects on tourist arrivals and hotel revenues. The study also reveals that the type of safety and security measure has a direct link with the type property it is and whether or not the organization has faced any hazard before. Emergency preparedness and proper training of staff have a large impact on avoiding or minimizing the risk factors for hotel property. The safety security measures can also be used as tools for marketing. emergency preparedness also helps with minimizing the loss of property during an emergency.

Hotel image and how hotel acts during crisis does influence customers. Consumers have positive image of the hotel in crisis as they think hotel is socially responsible and willing to come back to the same hotel post crisis. Extent of crisis had no significant effect on guest revisit intentions. (Vassilikopoulou, Siomkos, Chatzipanagiotou, & Triantafillidou, 2009)

Lo et al. (2006) study highlighted effective strategies to withstand a crisis and post crisis situations. The study highlighted positive outcomes of SARS crisis which e.g., increase in hygiene and sanitation. To survive during the crisis hotels had to cut down on unnecessary expenses. Hotels developed marketing strategies during and after SARS crisis for recovering the loss from the crisis.

Fire safety

Jones et al. (2019) reveals that most Airbnb venues that allow smoking do not have the safety amenities which are required. Further it was evident from the study that 63% of the Airbnb's have smoke detectors but only 33% have CO alarm.

Y. N. Hu (2016) suggested countermeasures after finding out major causes of fire initiation through fault tree analysis in hotels. According to the Fault Tree analysis, the major causes of fire in hotels are personal unsafe Behaviour, the failure of electrical equipment, wiring and ignition of flammable substances. Countermeasures suggested are strengthening daily fire safety, key parts and key personnel. study also suggested routine inspection of fire safety measures and system. study has suggested that to safeguard hotel building against fire, best way out is to seize the possible causes of fire.

Flaherty et al. (2016) suggests various way to reduce risk of fire before it occurs and what should be done in the event of fire if the guest is in bedroom. It is also suggested that hotel should guide the guest about these safety measures on guest arrival and must pay special attention to guest who will require special attention e.g. guest on wheel chair, guest with crutches, deaf or blind guests and a guest under alcohol influence.

study highlighted the need to identify ways to implant new fire safety regulation on older hotel buildings. Also, standard fire safety regulations are needed for different regions and countries.

Study also emphasized on improving the effectiveness of inspections conducted by govt bodies. (Juan Carlos, Francisco, & Manuel, 2016)

Chen et al. (2012) the study proposed critical evaluation of fire safety and security measure as there is always risk involved due to negligent human Behaviour. The research work has proposed three strategies to evaluate fire safety and security measures and categorized hotels as safe, at risk or dangerous. the three strategies are as follows: fire prevention, evacuation and mitigation, fire control & resistance. these strategies can help owners to self-evaluate the risk of fire in their hotel building. according to the results of hotels analyzed for fire safety measures, some of the suggestion for improving fire safety and security are enhancing evacuation equipment, stationery door with sensors, avoid keeping flammable decor items in fire exits. human Behaviour should be incorporated in training and contingency planning by hotels.

Márquez Sierra et al. (2012) found various issues with fire safety facilities which are either documentary like certificate of compulsory maintenance contract or technical issues like no smoke detectors, no fire alarms or difficult to reach extinguishers and hydrants. Study also shows that hotels situated on beaches have higher safety levels than the one situated in city.

Chi (2012) shows that age, gender and familiarization with the building have significant effect on ability to evacuate from hotel in case of fire. The corridors are full of smoke in the event of fire which negatively effects the evacuation time of the occupants. Study also suggests to include announcement of fire breakout along with the alarm as only alarm is not sufficient for fire breakout at midnight time because it is not able to give a clear picture of the situation to occupants in their sleep.

Kobes et al. (2010) the study shows that test object evacuates through main exit if no smoke is present and use exit signs leading to emergency fire exit if smoke is present which make it evident that smoke has significant effect of way finding.

Hassanain (2009) has developed qualitative fire risk assessment tool in the form fire risk assessment checklist with the help of which condition of hotel facilities can be evaluated so that one can identify had eliminate fire hazards. The main attribute listed in fire safety risk assessment

tool are - exits, fire protection system, electrical system, fire door, hazardous material, housekeeping practices and other miscellaneous articles like staff training, emergency plans etc.

Graham & Roberts (2000) emphasize that hotel safety and security measures are not enough to deal with all the emergencies like fire. Organizations with high security standards must promote the same to the guest and make employees aware for their personal safety.

Crimes and terrorism:

Y. Yang & Hua (2020) researched effect of crimes on hotel operating performance and found that violent and property crimes have statistically significant an effect on hotel RevPAR. If violent and property crimes increase by 1%, the hotel performance decrease by 0.059%. The study also found out that for midscale, upper midscale, upscale and upper upscale hotels, relationship between crime and class of hotel doesn't have any positive moderating effect on operating performance and negative effect of crime is higher for these hotels. Whereas this effect was found smaller for luxury hotel and luxury class hotel can moderate the effect of crime.

Leung et al. (2018) analyzed reviews from TripAdvisor and proposed a cause-consequence model for fear of crime for hotel guests consisting three main factors - Nature of crime, information about crime and physical environment. Property crime are most frequently mentioned. People who posted reviews were either victim or the witness or passersby. According to the reviews studied on TripAdvisor, almost equal crimes have taken place inside and outside the hotel and only 18% happened inside guest room.

Hua & Yang (2017) revealed that two third of the hotel's crimes takes place in the parking lots of the hotels. Crimes have significant and negative impact on RevPAR. One more crime incident in 1 square mile vicinity of the hotel leads to 0.17% drop in RevPAR. One more nighttime crime in 01 square mile vicinity of the hotel leads to 0.23% drop in hotel RevPAR. A daytime crime, violent crime and property crime in 1 square mile vicinity of the area of hotel leads to 0.18%, 0.50% and 0.17% drop in RevPAR respectively. Whereas crimes which takes place in the hotel property and parking lots do not have any significant effect on RevPAR. The possible cause explained for the same by the study is the effective and well-established safety security system and measures of hotels.

E. Goh & Kong (2018) closely analyzed the three variables for employee theft and found out the cause for the same. In terms of attitude towards theft by employees, it relates to attitude of theft to adrenaline feeling and supplement of low wages. Some other reasons of theft by employees related to attitude are 'revenge for unfair treatment' and 'why pay when it is free'. Subjective norms supporting employee theft are influenced by other colleagues, department heads involved in theft which leads to a wrong example of supporting theft by employees. The last subjective norm which supports the theft by employees is guest entitlement to take expendables from the room. In terms of perceived behavioral control towards hotel employee theft, study shows that information about defiant actions, job security, less job stress and tight hotel security can actually control employee theft in hotels.

Kashyap (2014) highlights the drastic changes India saw in safety and security systems of hotel after 26/11 attacks which includes higher capital investment in safety and security, awareness and training schedule designed for security staff.

Paraskevas (2013) developed six step baseline strategy to deal with terrorism in hotel in accordance with terrorist attack cycle. The baseline strategy includes the following parameters - Detect (suspicious events), deject (make all safety measures visible), protect (devalue, delay or deny), Deflect (protection of employees and guests' lives during the attack stage), Connect (clear communication and full connectivity with organizations' stakeholders), Reflect (why organization can be targeted by terrorist and continuous training to deal with such emergency).

Wernick & Glinow (2012) suggests few measures for safeguarding guest from terrorism or possible bomb threat. Some of the suggestions include 1. target hardening by increasing overt safety measures and adding plainclothes security guards. 2. awareness training of employees for suspicious activities that might be possible threat to the hotel and guest. 3. hotel building must also be designed for security and not only for aesthetics and comfort. 4. partnership with stakeholder in both private and government sector. hotels must conduct familiarization drills with the govt officials so that they know the physical layout of the facility. 5. hotels must invest capital in efficient and tech savvy safety security system and should not look at it as sunk cost.

Cowell et al. (2012) reveals that Jamaica has a negative image as tourist destination for the high number of murders which take place here. Though very rarely tourists have faced that these incidents because of strategies applied by Jamaica. The various strategies to deal with crime are divided into three levels - National Level, Regional Level and establishment Level. National Level focuses on formulation of security policies, at regional level focus is on policy execution and at Establishment level focus is on compliance and formulating security strategy for the organization itself. The excellent safety in Jamaican tourism is a result of Multilevel security management strategy.

Gill et al. (2002) suggests that the root cause of range of crimes that happens in a hotel is the strong focus on customer and their demand of privacy. Hence security managers are forced to find ways to manage crimes without hindering guest privacy.

Enz & Taylor (2002) made indexes of safety security measure which give a glimpse of the equipment in use in US hotels to protect their customers and employees. There are four attributes that differentiate high score hotels and low score hotels. These are price segment, location, number of rooms and age of the hotel. study shows that luxury, airport, upscale, large size properties and urban hotels are maintain high security standards. whereas old, economic, resort and motels are less likely to have sprinklers, smoke detectors, CCTV and electronic locks electronic locks.

Bach & Pizam (1996) reveals that very few strategies have statistically significant effect on number of crime incident in comparison to those properties which did not have these safety security strategies. Those properties which do not have physical devices for security face more crime incidents than those which have physical devices for security e.g. mechanical locks, electronic locks, in-room safe, front office safety deposit boxes, Monitored CCTV and Portable communication devices used by security managers.

Health and hygiene:

Baabaring (2015) study about hygiene practices of hotel found that the main benefits of embracing best hygiene practices included increased business operational performance, cost effectiveness, increased market share, greater customer satisfaction and safety, increased business turn-over and enhanced goodwill.

Seitzman et al. (2020) suggests that in-depth room cleaning is the main action hotels can take to protect guest from COVID-19 infection. According to the study, some other measures which are important according to the guest are “Conduct COVID-19 rapid tests for every guest at check-in, Additional cleaning downtime between stays, conduct temperature checks for every guest, Offer free hand sanitizer to guests, Let rooms sit 72 hours before cleaning, Employees wear personal protective equipment/masks”.

J. Yu et al. (2021) proposes that maintain hygiene in order to minimize the effects and spread of COVID-19 to the hotel industry. According to the study cognitive and effective perception of hygiene has influence on hotel image, word of mouth, and revisit intentions.

Bonfanti et al. (2021) identified seven safety measures for customer experience during pandemic times: “hygiene and protection, internal work reorganization, servicescape reorganization, investments in technology and digital innovations, customer wait time reorganization, staff training, and updated communication”.

Garrido-Moreno et al. (2021) suggests that to safeguard customer and employee health, hotel must enforce strict hygiene standards in various areas, adopt preventive health measures, and give emphasis social distancing by decreasing direct contact among staff and guests. Two important strategies managers have implemented are “train all employees to assist potential positive cases” and “promote specific measures to increase hygiene habits” in the hotel.

First aid:

Emir & Kuş (2015) found that females employees have more knowledge of first aid than their male counterparts. Level of education in terms of primary school, high school, associate's degree and graduation does not affect the knowledge of employees for first aid. Depart in which employee work has no significant effect on first aid knowledge. Further study reveals that first aid training and those who have first aid certificate has statistically significant impact on first aid knowledge.

Wilks (2013) suggests that First aid training and readiness to give first aid as it is a must service required at all times not only for the visitor but also for employees.

Iannace & Evans (1991) studies hotel employees' theoretical knowledge of first aid. Employees had great willingness to attend first aid training. Hotels make very less efforts to encourage employees to acquire first aid skills.

Innovative technology:

Chauhan et al. (2018) study says, Hotel must use best of the technology and train employees well to protect the property from damage and to protect the guest. The study has suggested three major areas of concern for safety security in hotels namely physical security, safety and security of people and safety security of building.

Y. Lee et al. (2021)the study presented a framework to use hotel service robots which has Functional Aspects (performance expectancy, facilitating conditions, perceived importance) and Emotional Aspects (innovativeness, social presence of the robot, hedonic motivation). Major reason to select hotels using service robots is the technological aspect of services. It becomes evident from the study that guest might not choose service robots if they do not perform as per their expectation. The research also performed cluster analysis of the samples and categorized them in four different groups, the ordinary, Enthusiastic adopter, Tech laggard and value seeker. out of all four clusters value seeker and enthusiastic adopter showed positive perception on use of service robots.

Shen et al. (2020) tested handheld module given to the guest and guidance installed in the guestroom corridor. This intelligent guidance system guides the guest, location of the guestroom when he is in 2.8m range of the guidance module and takes sensing time of 2-3 seconds. the guidance module will be able to guide the guest to emergency exit also in case of any emergency situation which in turn will also improve the safety and security function of the hotel

According to Jiang & Wen (2020), COVID-19 has made scope for penetration of AI robotics in hospitality industry. For purpose of clinical hygiene, hotels have options of robot receptionist, facial check-ins, voice guest control, robot delivery services to minimize human to human contact.

J. Wang & Wu (2018)designed a hotel security system named as RUNNING ANT which includes security facilities (face recognition equipment, corridor voice monitoring, intelligent protective

door lock and hotel service app software), and security lines (face recognition registration, corridor voice monitoring, door lock pull alarm, visitor identification, identification of number of people on the corridor). This system will improve psychological security and reduce crimes which can improve travel experience of single women traveler.

Morosan (2020) analyzed five predicting variables for intentions to use FRS. Among these five variables performance expectancy has strongest impact over intentions to use. these findings can help hotels to adopt FRS use for improving quality of hotel experience, access various areas like rooms, gym, pool etc., enhancing guest interaction with hotel and making the hotel more secure. After performance expectancy other variables affecting guest intentions to use FRS are trust in organization and positive anticipated emotions. Guest congruity with self-image and effort expectancy have statistically significant effect on performance expectancy.

Lim et al. (2018) studied perceived ease of use and perceived usefulness are positively related to perceived seamlessness of hotel check-in procedure and room access through UHACS. Perceived seamlessness of using UHACS is positively related to attitude towards UHACS and attitude towards UHACS and Perceived security has positive relation with intentions to use UHACS. Further study shows that perceived risk has no significant effect on intentions to use UHACS.

According to Cobos et al. (2016), as per managers the widely accepted factor for adoption of RFID locking system is improving safety and security for their guests. Also, as per these employees, cost is not a major issue in adoption of new locking technology. Some of the hotel adopted the RFID technology in order to be the first one to provide the facility. Compatibility is another important factor technology adoption as the new locking system must interface with existing software hotels are already using.

J. S. Kim & Bernhard (2014) study shows that perceived ease of use, perceived convenience and perceived property security significantly influence perceived usefulness of fingerprint technology. Whereas perceived security does not have any influence on perceived usefulness. Personal concerns have negative influence on perceived usefulness of FPT. It indicates that if guest have higher personal concerns in using FPT, he is less likely to use it. Further study shows that perceived convenience, perceived data security, subjective norms and perceived usefulness has a direct

positive effect on intentions to use fingerprint technology. Perceived ease of use, perceived property security and perceived data security effect intentions to use fingerprint technology indirectly. Whereas personal concerns have direct negative effect on intention of use of this technology.

Convenience, physical security and data security in favor of the biometric door locks. (Kim, Brewer, & Barnhard, 2008)

Goh & Law (2007) suggested different ways in which the new technology can be used for security purpose which includes a cloak for armed security guard to make him disappear and cause no unpleasantness to the guest. Further the technology could have implications for privacy of VIPs and celebrities who don't want to be seen or come in contact with public.

Cyber security:

X. Wang & Xu (2021) found positive significant effect of perceived deterrence on compliance for information security policy. Leaders with high ethics also have significant positive effect on compliance whereas abusive leader does not have positive effect. Ethical leadership is must in order to maintain compliance of information security policy.

S. Lee et al. (2019) learned that general control has positive direct and indirect effect on employee satisfaction with HIS performance whereas application control has only indirect effect on employee satisfaction. Application control also have influence on information and service quality. Current system of cyber security is not sufficient to protect the hotel and guest. (Panai, 2018)

H. B. Kim et al. (2013) reveals that users' perceptions of hotel information security do have a significant effect on system reliability. Also, the star rating of hotels does moderate the perception of hotel information security which in turn affects the system reliability. Management style has significant moderating effect on perception of information security and does impact system reliability.

Nain (2018) found that safety and security have a direct link with image and reputation of the property. Hotel must work on prevention and mitigation of these security challenges. Another big

concern for hotels is cyber security and data privacy as all hotels use automated system for guest records.

Table 1: Variables of hotel safety and security available in literature

S. No.	Hotel safety and security variables	Source
1	Lighting for various hotel areas	Jacobs-gray et al. (2016), Hebert et al. (2015), Chauhan et al. (2018), Bach & Pizam (1996), Milman et al. (1999), Ghazi (2016), Anichiti et al. (2021), Rathore et al. (2018)
2	Well-equipped fire prevention systems in accordance with local regulations	Chan & Lam (2013), Chen et al. (2012)
3	Emergency plan (e.g., evacuation plan for fire)	Chan & Lam (2013)
4	Emergency plans and evacuation sound warning system	Ghazi (2016), Anichiti et al. (2021), Rittichainuwat & Chakraborty (2012)
5	PA system with multi-language announcements for emergencies	Chan & Lam (2013)
6	Wide emergency Exits to prevent accidents	Ghazi (2016), Anichiti et al. (2021), Rathore et al. (2018)
7	Emergency power generators	Ghazi (2016), Anichiti et al. (2021), Chauhan et al. (2018), Chan & Lam (2013), Anuar et al. (2019)
8	Emergency lighting system	Chan & Lam (2013), Rittichainuwat & Chakraborty (2012), Anuar et al. (2019)
9	Emergency contact list for local authorities	Ghazi (2016), Anichiti et al. (2021), Chan & Lam (2013)
10	Alarms on emergency exits	Milman et al. (1999)
11	Emergency manual	Chauhan et al. (2018)
12	Adoption of emergency supplies	Nguyen et al. (2018)
13	Emergency master keys/cards	Ghazi (2016), Anichiti et al. (2021), Chan & Lam (2013), Anuar et al. (2019)
14	Electronic key systems/ Electronic door lock/Guest room Keys	Ghazi (2016), Anichiti et al. (2021), Rathore et al. (2018), Chauhan et al. (2018), Bach & Pizam (1996), Anuar et al. (2019), Enz & Taylor (2002), Rushmore & Malone (1998)
15	Deadbolt lock	Bach & Pizam (1996), Anuar et al. (2019), Milman et al. (1999)
16	Locks on low floor windows or sliding glass door	Bach & Pizam (1996), Milman et al. (1999)
17	Application of a guest key to activate the lifts to guest floors	Ghazi (2016), Anichiti et al. (2021), Chan & Lam (2013)

18	Formal registration procedures for hotel employees needing a key as part of their normal duties	Chan & Lam (2013)
19	Pressurized stairways	Chan & Lam (2013)
20	Regular testing of hotel safety and security systems	Chan & Lam (2013)
21	Standard guest room security facilities	Chan & Lam (2013)
22	Monitored CCTV	Chauhan et al. (2018), Ghazi (2016), Anichiti et al. (2021), Rathore et al. (2018), Chan & Lam (2013), Bach & Pizam (1996), Anuar et al. (2019), Milman et al. (1999), Enz & Taylor (2002), Feickert et al. (2006)
23	Non-Monitored CCTV	Chauhan et al. (2018), Ghazi (2016), Anichiti et al. (2021), Chan & Lam (2013), Bach & Pizam (1996), Anuar et al. (2019), Milman et al. (1999), Enz & Taylor (2002)
24	Safety and security training for hotel staff/ evacuation drills and training	Chan & Lam (2013), Rittichainuwat & Chakraborty (2012), Nguyen et al. (2018)
25	Security department training	Bach & Pizam (1996), Farina (2012)
26	Background check on hotel applicants from previous employers	Chan & Lam (2013)
27	24-h uniformed security guard	Chauhan et al. (2018), Rathore et al. (2018), Chan & Lam (2013), Anuar et al. (2019), Feickert et al. (2006), Shanahan & Hyman (2007)
28	Uniformed and Non-uniformed security guards carrying walkie-talkies	Ghazi (2016), Anichiti et al. (2021), Chan & Lam (2013), Bach & Pizam (1996)
29	Security guards periodically patrolling the hotel	Ghazi (2016), Anichiti et al. (2021), Bach & Pizam (1996), Milman et al. (1999)
30	Hotel ID and nametag whilst on duty	Chan & Lam (2013)
31	Security photo ID for all staff whilst on duty	Ghazi (2016), Chauhan et al. (2018), Chan & Lam (2013)
32	Dedicated female-only guest floor	Ghazi (2016), Chan & Lam (2013)
33	Female security staff	Rathore et al. (2018)
34	Women Safety Measures	H. J. Wang & Wu (2020)
35	Sniffer dogs in lobby, parking, public areas	Ghazi (2016), Chan & Lam (2013)
36	Walkthrough metal detectors at the entrance	Ghazi (2016), Anichiti et al. (2021), Chan & Lam (2013), Rittichainuwat & Chakraborty (2012), Rittichainuwat (2013), Anuar et al. (2019), Feickert et al. (2006)
37	Luggage and bags check by metal detector and X-ray machines	Ghazi (2016), Anichiti et al. (2021), Chan & Lam (2013), Rittichainuwat & Chakraborty (2012), Rittichainuwat (2013), Anuar et al. (2019), Rathore et al. (2018)

38	Private automatic branch exchange systems (PABX)	Chan & Lam (2013)
39	Bulletproof windows in sensitive areas (e.g., VIP rooms)	Chan & Lam (2013)
40	Fingerprint locking systems for guest rooms	Chan & Lam (2013)
41	Physical barriers in place to prevent close access by vehicle bombs at the hotel	Chan & Lam (2013), Ghazi (2016), Anichiti et al. (2021)
42	Check hotel's entering vehicles by metal detector	Ghazi (2016), Rittichainuwat & Chakraborty (2012)
43	An independent security risk assessment by an outside security consultant or government within the past 24months/ security audit	Chan & Lam (2013), Bach & Pizam (1996)
44	24-h first-aid-trained employees	Chan & Lam (2013)
45	A first-aid kit / A thermometer to measure fever in each guest room	Ghazi (2016), Anichiti et al. (2021), Rittichainuwat & Chakraborty (2012), Feickert et al. (2006)
46	first aid knowledge of hotel employees	Emir & Kuş (2015)
47	An established chain of crisis management and command and control outside normal working hours	Chan & Lam (2013)
48	Receipt of up-to-date threat information from law enforcement/intelligence agents	Chan & Lam (2013)
49	Smoke detectors in guestrooms and the entire complex	Ghazi (2016), Anichiti et al. (2021), Anuar et al. (2019), Enz & Taylor (2002), Jones et al. (2019)
50	Heat detectors in guestrooms and the entire complex	Ghazi (2016), Anichiti et al. (2021), Chauhan et al. (2018), Rathore et al. (2018)
51	Carbon monoxide detectors in guestrooms and the entire complex	Ghazi (2016), Anichiti et al. (2021), Jones et al. (2019)
52	Clearly marked fire sprinklers	Ghazi (2016), Anichiti et al. (2021), Rathore et al. (2018), Anuar et al. (2019), Enz & Taylor (2002)
53	Clearly marked fire extinguishers or dampers	Ghazi (2016), Anichiti et al. (2021), Rathore et al. (2018)
54	Safe deposit boxes at the front desks	Ghazi (2016), Anichiti et al. (2021), Bach & Pizam (1996)
55	In room safe	Ghazi (2016), Anichiti et al. (2021), Bach & Pizam (1996), Chauhan et al. (2018)
56	Remote trouble and alarm stations at all points of entry	Ghazi (2016), Anichiti et al. (2021)
57	A doctor on call 24 hours	Ghazi (2016), Anichiti et al. (2021)
58	A small clinic in the hotel	Ghazi (2016), Anichiti et al. (2021)
59	A Pharmacy close to the hotel	Ghazi (2016), Anichiti et al. (2021)

60	Defibrillation Units: A life saving device in heart attacks	Ghazi (2016), Anichiti et al. (2021), Chauhan et al. (2018)
61	A face mask for each guest for smoke, disease	Ghazi (2016), Anichiti et al. (2021), Rittichainuwat & Chakraborty (2012)
62	An ambulance or bed ambulance carrier	Ghazi (2016), Anichiti et al. (2021)
63	Security personnel with foreign language skills.	Ghazi (2016), Anichiti et al. (2021)
64	Staff knowledgeable about safety/security procedures	Ghazi (2016), Anichiti et al. (2021)
65	Door chains to allow the doors opened slightly to view outside while still remaining locked	Ghazi (2016), Anichiti et al. (2021), Chauhan et al. (2018), Rathore et al. (2018), Bach & Pizam (1996)
66	Door View Port/ Spy holes to allow residents to view clearly area of outside without opening the door	Ghazi (2016), Anichiti et al. (2021), Chauhan et al. (2018), Milman et al. (1999), Bach & Pizam (1996), Anuar et al. (2019)
67	Multilingual brochures to survive emergencies and recommended guest safety/security precautions / "How to survive a disaster" manual in guest room, multilingual hazard risk pamphlets	Ghazi (2016), Anichiti et al. (2021), Nguyen et al. (2018), Rittichainuwat & Chakraborty (2012)
68	A flash light/ torch in hotel rooms	Ghazi (2016), Anichiti et al. (2021), Chauhan et al. (2018), Rittichainuwat & Chakraborty (2012)
69	Tsunami warning system on beaches	Ghazi (2016), Rittichainuwat & Chakraborty (2012)
70	adoption of hotels as tsunami evacuation buildings,	Nguyen et al. (2018)
71	Lifeguards on the pool and beach for supervision	Ghazi (2016), Anichiti et al. (2021)
72	Security boat surveillance (low noise pollution engines)	Ghazi (2016), Anichiti et al. (2021)
73	Secured fence and non-slip around the swimming pool	Ghazi (2016), Anichiti et al. (2021)
74	Safety signs as children should be supervised by an adult	Ghazi (2016), Anichiti et al. (2021)
75	Limiting hotel main Access Points as possible	Ghazi (2016), Anichiti et al. (2021)
76	Visitor management system: all visitor must be given a 'visitor pass card'.	Ghazi (2016), Anichiti et al. (2021)
77	Passport or photo ID check, especially for walk-in guests at hotel check in	Ghazi (2016), Anichiti et al. (2021), Rittichainuwat & Chakraborty (2012)
78	Pre-travel data surveillance and screening procedures linked to check-in	Ghazi (2016)
79	Trash management system by preventing bad odor/diseases, hiding harmful/explosive substances, and unauthorized access to discarded paper records	Ghazi (2016), Anichiti et al. (2021)
80	Caller screening by telephone operators	Ghazi (2016)
81	Telephone in corridor	Rathore et al. (2018)
82	A crisis management plan of service providers	Rittichainuwat & Chakraborty (2012)
83	Frequent hotel safety inspection by tour operators	Rittichainuwat & Chakraborty (2012)
84	Incognito	Rathore et al. (2018)
85	Fire Evacuation and mitigation	Chen et al. (2012)

86	Fire control and resistance	Chen et al. (2012
87	Fire Safety Inspection	Hassanain (2009)
88	Evacuation time analysis	Chi (2012)
89	Fences or shrubs on hotel perimeter	Bach & Pizam (1996), Milman et al. (1999)
90	Written reports on each security incident	Bach & Pizam (1996)
91	Charlie bar on sliding door	Bach & Pizam (1996)
92	Membership in security associations	Bach & Pizam (1996)
93	Network firewall security	Ghazi (2016), Anichiti et al. (2021), H. B. Kim et al. (2013)
94	Database security	H. B. Kim et al. (2013)
95	Data and software security	H. B. Kim et al. (2013)
96	Virus security	H. B. Kim et al. (2013), Ghazi (2016), Anichiti et al. (2021)
97	Storage security	H. B. Kim et al. (2013)
98	Email security	H. B. Kim et al. (2013)
99	Web browser security	H. B. Kim et al. (2013)
100	Internet service security	H. B. Kim et al. (2013), Panai (2018)
101	Internet software security	H. B. Kim et al. (2013), Panai (2018)
102	Use of artificial intelligence	Jiang & Wen (2020)
103	Use of robotics	Jiang & Wen (2020)
104	Hygiene and cleanliness	Jiang & Wen (2020)
105	Health and health care	Jiang & Wen (2020)
106	Cyber security and data privacy	Ghazi (2016), Anichiti et al. (2021), Nain (2018)
107	Biometric Door Lock	(Kim, Brewer, & Barnhard, 2008)
108	HIS Security Control/ Information security	S. Lee et al. (2019), Panai (2018), X. Wang & Xu (2021)
109	Blocking access to password computer	Anichiti et al. (2021)
110	Secure guest information (credit card number, reservation information- registration card……..)	Ghazi (2016), Anichiti et al. (2021)

Table 2:Tentative list of hotel safety and security dimensions extracted from literature

Category	Source
Safety and Security Infrastructure	Milman et al. (1999), Enz (2003), Enz & Taylor (2002), Feickert et al. (2006), Lim et al. (2018), Kristanti & Kuhn (2005), Rushmore & Malone (1998), Farina (2012), Y. Lee et al. (2021), Groenenboom & Jones (2003), H. J. Wang & Wu (2020), Poon & Low (2005), Efendi (2020), Sufi & Shojaie (2018), M. Yu et al. (2020)
Emergency and Disaster Preparedness	Milman et al. (1999), Enz (2003), Feickert et al. (2006), Chi (2012), Zhu & Li (2021), Paraskevas (2013), Hassanain (2009), Kristanti & Kuhn (2005), Farina (2012), J. Wang & Wu (2018), Lo et al. (2006), Kobes et al. (2010)

Fire Safety	Chi (2012), Hassanain (2009), Márquez Sierra et al. (2012), Kristanti & Kuhn (2005), Farina (2012), Poon & Low (2005), Kobes et al. (2010), Graham & Roberts (2000)
Crime and terrorism strategies	Bach & Pizam (1996), Milman et al. (1999), Enz (2003), Enz & Taylor (2002), Cowell et al. (2012), Paraskevas (2013), Kristanti & Kuhn (2005), Y. Yang & Hua (2020), Brock & Walker (2008), H. J. Wang & Wu (2020), Konar et al. (2014)
Health and Hygiene	Baabaring (2015), Seitzman et al. (2020), J. Yu et al. (2021), Bonfanti et al. (2021), Garrido-Moreno et al. (2021)
First Aid	Iannace & Evans (1991), Enz & Taylor (2002), Feickert et al. (2006), Kristanti & Kuhn (2005), Farina (2012), Wilks (2013)
Innovative Technology	Zhu & Li (2021), Lim et al. (2018), J. S. Kim & Bernhard (2014), Y. Lee et al. (2021), C. K. . Goh & Law (2007), H. J. Wang & Wu (2020), Kobes et al. (2010)
Cyber Security	S. Lee et al. (2019), X. Wang & Xu (2021), J. Wang & Wu (2018), Nain (2018)

Guest loyalty

The hotel industry has been globally recognized industry, which has customer base all around the world. Moreover, in past decades, demand for hospitality services over the basic services has contributed significantly to hospitality industry growth and escalated competition in the industry (Kandampully, 2000).

According to Kandampully & Suhartanto (2000), major problem hotels are facing is competition and to gain competitive advantage hotels are trying to develop customer loyalty by providing upscale services and facilities. Hotels attempt to attract more customers by offering discounts. Thus, it is the quality of service and not price which can assist the hotel in gaining customer loyalty (Kandampully, 2000). Hotels are trying to increase loyal customers by retention program and various relationship marketing strategies (Homburg & Giering, 2001). Loyal Guests are more important to the hotel as they give regular business to the company.

Customer loyalty is important for long term survival of hotel company (Reinartz & Kumar, 2000; Yi & Jeon, 2003). Customer loyalty have three main dimensions: behavioral, attitudinal and composite. Attitudinal Loyalty show emotional and psychological attachment. There are instances when customer has very positive emotions towards the hotel but does not stay at the property. Attitudinal loyalty is intention of a customer to repurchase and recommend which are good sign of loyalty. A guest might have attitudinal loyalty towards the hotel but does not stay at it because it's too expensive for him/her.

Attitudinal loyalty is a willingness to have a relationship with a particular company whereas 'behavioral loyalty' is defined as repeat patronage. Behavioral loyalty is seen more important to an organization as actual purchase is more relevant that attitudinal intensions.

Third dimension of loyalty is composite loyalty which measures attitudinal and behavioral loyalty together by customers product preference, brand switching, frequency of purchase and total amount of purchase (Pritchard & Howard, 1997)

These three dimensions of loyalty are in line with "loyalty to Company" factors. According to their study five factors measuring the loyalty are (Parasuraman et al., 1985),

1. Saying positive about the company
2. Recommending the company
3. Encouraging friends and relative to do business with company
4. Considering company first choice to buy services
5. Doing more business with the company in next five years.

These measuring factors also include all forms of loyalty dimensions.

In terms of hotel safety and security and its impact on customer loyalty, Nwokorie & Igbojekwe (2019) found slight impact of guest safety on guest loyalty. Study also identified that informal business does not guarantee guest security. The possible suggested reason behind the same is that informal business operator in actual are not hotel employees.

Ukpabi et al. (2018) highlighted that safety security and other service attribute do contribute to variation in hotel revisit. Study reveals that after Location, the second most important factor which leads to guest revisit in the same hotel is safety and security. the research reveals that security has a significance on revisit intentions in Egypt but negative significance was shown for Nigeria and Kenya.

Anastassova (2011) studied impact of destination safety and security measures in tourist revisit intentions. With regards to safety and security, the study concluded that safety security measure can be used as a marketing tool for the destination.

Doris & Awam (2020) in their qualitative study with hotel managers highlighted that security is considered as very important aspect by hotels as any lapse in security can lead to loss of customers and in turn loss of revenue. Hotel Managers has revealed that security is the number one power of their hotel. Hotels have enough measures for guest's lives and belongings however employees working in security department are a bit negligent while performing their duties which can act as a loop hole in the safety security system. Study clearly shows the seriousness of managers towards safety and security as it has direct impact on guest loyalty.

According to Cronin & Taylor (1992) & Gremler & Brown (1999), Customer satisfaction and service quality are the prerequisite of customer loyalty. A satisfied customer will surely become

loyal as a result of his/her satisfaction from the service quality. Satisfaction is necessary and sufficient condition of customer loyalty (Ostrowski et al., 1993).

Choi & Chu (2001) identified high positive correlation in travelers' satisfaction and their intentions to return to the same hotel. service quality, room quality and values being the top three factors along with amenities, services related to business, IDD facilities and security has significant impact on overall guest satisfaction and repeat business. Study found less importance of security in guest satisfaction and repeat business.

F. Hu et al. (2019) highlights findings in relation to overall satisfaction and revisit intentions. There is a difference in importance of hotel attributes for first time visitors and re-visitors. As the number of visit increases, there is a decrease in effect of room related attributes and increase in effect of service-related attributes on guest satisfaction. Hotel attributes have difference of significant influence on guest satisfaction and repeat business. Study also reveals that location does not influence guest satisfaction but it has major impact on repeat patronage.

Taylor et al. (2017) found that mindful guests have significant concerned about society and higher willingness for direct information. This type of customer has higher patronage for pro-environmental hotels.

Koo et al. (2020) the study shows that perceived value of a loyalty program has a significant positive relationship with loyalty program satisfaction and brand loyalty. Guest satisfaction has significant positive relationship with effective commitment and effective commitment have significant positive relationship with guest brand loyalty. Effective commitment and switching barrier act as a mediating variable for relation amongst loyalty program's perceived value and guest brand loyalty. Switching barriers have significant relationship with brand loyalty.

Tanford et al. (2012) the study shows that there is significant difference between guest of full-service hotels and luxury service hotel in terms of their reward program membership, purchase decision factors, value commitment and amount of discount required to switch brands. study also shows only partial difference between the guest of two hotel types in terms of effective commitment.

Hanai et al. (2008) found positive and negative revisit intention factors for guests travelling individually, with friends, with family or as couple. For individual guest, satisfaction with lodging employees have higher influence on negative revisit intentions and location has high influence on positive revisit intention. these intentions changes when guests travel with friends or as couple or with family, location highly influence negative revisit intention. Satisfaction with lodging employees have influence on positive revisit intentions for guest travelling with friends or as couple. However, satisfaction with lodging employees does not have any significant effect on guest travelling with family.

El-Adly (2019) the study finds relationship among hotel perceived value dimensions with customer satisfaction and customer loyalty. It shows that Price, transaction, Hedonic and Quality have significant positive relationship with customer satisfaction whereas Self-Gratification, Price, Transaction and Quality has significant positive relationship with customer loyalty. study also identifies direct positive effect of guest satisfaction on guest loyalty.

Haywood (1988) emphasizes on the fact that employees prefer regular customer as they know about their preference's. Area in which the organization is located has important role to play in deciding number of repeat customers or new customers.

Rahman & Reynolds (2019) suggests that green initiatives helps in boosting guest satisfaction and loyalty. Further study suggests using green identity of the property to lure environment friendly customers. Study proposes framework for further testing in form of hypothesis.

Smith et al. (2015) compares no cancelation policy, 48-hour cancelation policy and no refund cancellation policy in a situation of no violation of procedural fairness or distributive fairness. The study shows in such scenario, if 48-hour cancellation policy is implemented instead of no cancellation policy, it doesn't have significant negative effect on willingness to purchase and word of mouth. if a no refund cancellation policy is implemented instead of open cancellation policy or 48-hour cancelation policy, it affects WOM and WTP negatively. Further study shows that violation of procedural fairness and distributive fairness negatively affect the relationship between cancellation policy, world of mouth and willingness to purchase.

Wilkins et al. (2010) the research shows that perceived service quality have significant positive effect on customer satisfaction, brand trust and brand attitude. Also study further investigated that customer satisfaction have significant positive effect on behavioral loyalty and brand trust and it acts as a mediating factor between perceived service quality and behavioral loyalty. Brand trust has significant relation with brand attitude and brand attitude has significant relationship with behavioral loyalty.

Mhlanga (2018) the study has showed that reliability, empathy and assurance are three very important aspects related to customers' experience in airport hotels. Reliability and hotel experience are the factors according to which guests take decision of coming back to the same hotel.

Skogland & Siguaw (2004) study finds hotel design and amenities are important factors leading to guest loyalty. Further study shows that guest's involvement in purchase decisions is due to hotel employees.

W. G. Kim et al. (2001) found significant positive association of relationship quality with confidence, communication, repeat purchase, word of mouth and commitment. Further study shows that there is significant positive association of commitment with repeat purchase and word of mouth.

Susskind & Viccari (2011) explains that wrong food service is the biggest failure type for a restaurant. However, if it is dealt with properly guests do return to the same restaurant. Problem with the restaurant atmosphere is considered to be less serious service failure but it is one of those types which cause guest to never return to the restaurant even after proper recovery.

Kandampully & Suhartanto (2000) the study shows there is a positive individually and combined relationship of hotel image and guest satisfaction with guest loyalty.

Guest satisfaction

Most important objective of hotels these days is providing customer with satisfaction (Skogland & Siguaw, 2004). Hotels are trying to satisfy their guests because they want to expand the business, gain higher share in market, and higher repeat business, all of these lead to high profits (Barsky & Labagh, 1992). The ore customers are satisfied, more they spend. The more guests spend, more is sold and usually when more is sold, profit is also high.

Satisfied customers are cheaper and they do most effective advertising. It takes one positive experience to make a guest loyal and two negative experiences to make a guest enemy forever. Thus, customer satisfaction is a strong pillar of any business.

In most of the studies repurchase intentions are studied as a consequence to the customer satisfaction for example (Boulding et al., 1993). Customer loyalty is dependent on level of customer satisfaction (Anderson et al., 1994).

For Hotel safety and security, Nunkoo et al. (2020) study shows that safety and security has statistically significant positive influence on customer satisfaction. Study also suggested that mid-range hotel must improve their safety and security measures to enhance guest satisfaction. The major areas of focus suggested for mid-range hotels are fire safety procedures, fire extinguishers in working order and in clear view of the guest, well trained employees. Guest room security in these mid-scale hotels must include proper door locks and an in-room safe for guest valuables as the safety and security features give hotels an edge over their competitors by proper marketing of these features to the customers.

Another study conducted by Ukpabi et al. (2018) shows that tourist perception of privacy, safety and security has a positive impact on level of satisfaction which means that tourist feel safe and secure in Jordan hotels. Further study reveals that tourist perception of hygiene as well has a positive impact on safety and security. Study also adds that there is no statistical difference in tourist perception of safety, security, privacy and hygiene in male and female counterparts. Research study suggests better training for security staff and housekeeping staff should give more attention to cleaning of guest room.

Poon & Low (2005) performed a comparative analysis of factors influencing guest satisfaction for Asian and Western Travelers that shows that Safety and Security factor has highest weightage in terms of factor for satisfaction specially after September 11 incident.

Various theories for customer satisfaction have been proposed by profound authors. Some of the important theories of the customer satisfaction are as under:

The Dissonance Theory:

According to dissonance theory, customer who expect a high-value product and get a low-value product will experience this difference and go through a cognitive dissonance (Cardozo, 1965). That is, the not met expectations leads to a state of psychological discomfort (Yi, 1990). The presence of dissonance causes pressures for its reduction, which can be achieved by adjusting the perceived disparity. This theory holds that "post exposure ratings are primarily a function of the expectation level because the task of recognizing disconfirmation is believed to be psychologically uncomfortable. Thus, consumers are posited to perceptually distort expectation-discrepant performance so as to coincide with their prior expectation level" (Oliver, 1977).

The Contrast Theory:

The Contrast Theory is the opposite of the Dissonance Theory. According to this theory, when actual product performance is not at par with customer's expectations about the product, the contrast between the expectation and actual experience will make the customer exaggerate the disparity (Yi, 1990). The Contrast theory says that a customer who get a product with less value than expected, will multiply the difference between the product received and the product he was expecting (Cardozo, 1965). This theory assumes that product performance below the customer expectations will be rated poorly than it's actual performance (Oliver & Desarbo, 1988). To state it differently, the Contrast Theory would assume that "outcomes deviating from expectations will cause the subject to favorably or unfavorably react to the disconfirmation experience in that a negative disconfirmation is believed to result in a poor product evaluation, whereas positive disconfirmation should cause the product to be highly appraised" (Oliver, 1977).

Confirmation – Disconfirmation theory of guest satisfaction:

According to Homburg & Giering (2001), "Customer satisfaction is defined as a post purchase judgement concerning a specific buying decision". According to Confirmation-Disconfirmation theory, customers evaluate their satisfaction on the basis of comparison between actual experience with their past experience, expectation and perception of the product (Oliver, 1980).

The theory proposes three possible results of this assessment:

1. Confirmation occurs when actual performance matches the standard, leading to a neutral feeling
2. Positive Disconfirmation occurs when performance is better than the standard, which then leads to satisfaction
3. Negative disconfirmation occurs when the performance is worse than the standard which then leads to dissatisfaction.

Comparison level theory:

As per contrast theory, customers compare relationship under consideration. Customers implement comparison level for alternative relationship to find out satisfaction with a relationship and to stay in the relationship (Thibaut & Kelley, 1959). The comparison is "the standard against which members evaluate attractiveness of the relationship" (Skogland & Siguaw, 2004). Similarly, if the product performance is beyond expectations set by customer according to past experiences he felt with product, that experience will lead to satisfaction. Otherwise, customer will be dissatisfied. When present level of performance goes below the perceived comparison level for alternatives, the customer will move out of the relationship (Rust & Zahorik, 1993).

Kano model of guest satisfaction

Kano's model is used to identify main attributes to enhance level of customer satisfaction (Albayrak & Caber, 2013). Kano's model has a vast scope and can more effectively analyse the aspects of customer needs and identify the differences in importance of attributes (Hartono & Chuan, 2011). Kano's model gives more attention on customer satisfaction. Kano's model is also related to Vroom's expectancy theory due to similar assumption that people make selections among alternatives according to their perceptions of the extent to which a certain behaviour will result in desired outcomes. Kano's model measures people's perceptions of attributes and classifies attributes into different categories. According to Kano's model, three main factors that affects customer satisfaction include must-be, one-dimensional, and attractive attributes (Alegre & Garau, 2011; K. C. Chang et al., 2012; Palumbo, 2015).

Must-be attributes: These are basic attributes which determine minimum requirements which will cause dissatisfaction if they are not fulfilled but they do not increase satisfaction if fulfilled. Thus, meeting these needs will not lead to positive word-of-mouth; however, not fulfilling them will lead to dissatisfaction causing negative word-of-mouth (M. K. Lee & Yoo, 2015; Matzler et al., 2006).

One-dimensional attributes: Füller & Matzler (2008) says, for these performance attributes high-performance levels will generate high customer satisfaction . Y. C. Lee & Huang (2009) says, if the attributes are not met, they will cause dissatisfaction. The effect of these attributes on the overall satisfaction of customer are symmetric and linear.

Attractive attributes: These are not expected by customers, so customers will not be dissatisfied if these attributes are not present, but they will cause satisfaction if fulfilled. When these attributes are present and requirements are fulfilled, this causes positive word-of-mouth by customers. According to Park et al. (2021), with time these attractive attributes might change to must-be or one dimensional for customers.

In addition to these three factors, Kano also proposed another three:

Indifferent – customers don't care about presence and absence of these attributes.

Questionable – customers attitudes are not clear about these attributes

Reverse - Reverse attributes presence causes dissatisfaction, but their absence results in satisfaction (Chiang et al., 2019; Hinterhuber, 1996; C. H. Lo, 2021; Rotar & Kozar, 2017).

Traditional Kano Model is a qualitative approach to customer satisfaction however may quantitatively approaches of KANO model have been proposed (L. F. Chen, 2012; Y. C. Lee & Huang, 2009; Violante & Vezzetti, 2017).

American customer satisfaction index model

The ACSI model is a cause-and-effect model which has causes of customer satisfaction on the left side and effects of customer satisfaction on the right side. According to the model, causes for customer satisfaction are customer expectations, perceived quality, and perceived value and effects of customer satisfaction are customer complaints and customer loyalty, including customer retention and price tolerance (*The American Customer Satisfaction Index Science and Methodology*)

To optimize the explanation of customer satisfaction (ACSI) on customer loyalty, the ACSI model is self-weighting. Users may decide which determinants of satisfaction, if enhanced, would have the most impact on customer loyalty by looking at the indexes and impacts. Quality has a very important part to play in customer satisfaction than price in almost all industries where satisfaction has been measured through ACSI. Price promotions are only short-term approaches to enhance customer satisfaction, but decreasing prices is not a long-term solution for any business firm. Firms that emphasize on quality improvements tend to have more satisfied customers than others companies that focus on price (*The American Customer Satisfaction Index Key Findings*).

According to Anderson et al. (1994), estimation of this model for the seven major economic fields shows that for customer satisfaction, customization is more important than reliability, customer expectations have high role in fields where variance in production and consumption is very low and customer satisfaction is majorly driven by quality than value or price. Anderson & Fornell (2000)a highlights major thing about ACSI is it can predict economic returns. Based on American Customer Satisfaction index, Hsu (2008) have developed index for online customer satisfaction as well. Sun & Kim (2013) studied that customer satisfaction positively influence organizations' profitability and value.

Research gap

Safety and security are very important service of hotels to increase the repeat patronage yet very limited studies emphasize on safety and security services. Increased rate of crime against hotels, safety incidents, technological changes, Global Customer base, inclination toward industry 4.0 and uncertainties like COVID-19 pandemic led to the need for further investigation to determine how various services of hotel safety and security influence repeat patronage intention.

Research questions

1. What are the different hotel safety and security services?

2. What are major categories under which hotel safety and security services can be classified?

3. What is the impact of hotel safety and security services on repeat patronage intention?

Research objectives

1. To identify various hotel safety and security services.
2. To classify hotel safety and security services into different categories.
3. To quantify how hotel safety and security services increase satisfaction and decrease dissatisfaction if fulfilled.
4. To measure the impact of hotel safety and security services on repeat patronage intention.
5. To suggest the implications of hotel safety and security services leading to repeat patronage intention for hotel practitioner, policy makers, academicians and researchers.

Objective – wise research methodology

Objective	Methodology	Technique/tools used
1. To identify various hotel safety and security services.	Literature Survey Qualitative Analysis	Systematic Literature Review Interviews (unstructured) • Industry Experts • Guests • Academicians
2. To classify hotel safety and security services into different categories.	Qualitative Modelling using Kano Model	Appropriate software or tool e.g., SPSS, MS Excel or others
3. To quantify how hotel safety and security services increase satisfaction and decrease dissatisfaction if fulfilled.	Quantitative (Berger's Customer satisfaction Coefficient for Kano Model Categories)	Appropriate software or tool e.g., SPSS, MS Excel or others
4. To measure the impact of hotel safety and security services on repeat patronage intention.	Quantitative Methodology (SEM)	Appropriate software or tool e.g., AMOS, PLS SEM or others
5. To suggest the implications of hotel safety and security services leading to repeat patronage intention for hotel practitioner, policy makers, academicians and researchers.	Research Interpretation	Based on results

Proposed research hypothesis

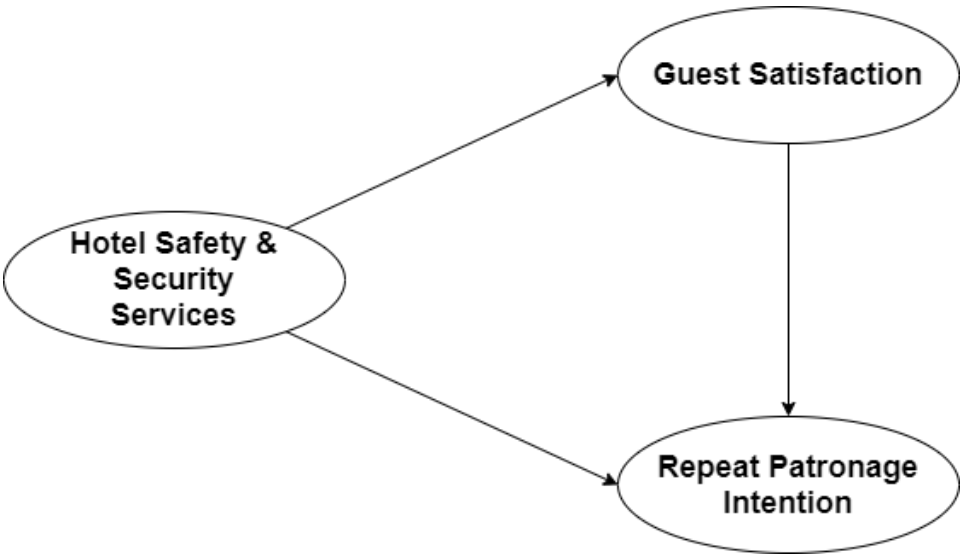
H_a1: Hotel safety and security services has significant impact on repeat patronage intention.

H_a2: Guest satisfaction has significant mediating impact between hotel safety and security services and repeat patronage intention.

Table 3: Proposed research hypothesis sources

S. No.	Hypothesis	Sources
H_a1	Hotel safety and security services has significant impact on repeat patronage intention.	Albacete-Sáez et al. (2007), C. H. Chang & Thai (2016), Dortyol et al. (2014), Knutson (1988), Kozak (2001), Luo & Qu (2016), Poon & Low (2005), Webster & Hung (1994), A. Yu & Yu (2001), Cetin & Dincer (2014), Choi & Chu (2001), Lin et al. (2009), Mill (2002), Narayan et al. (2008), Pritchard & Howard (1997), Patrick et al. (2019)
H_a2	Guest satisfaction has significant mediating impact between hotel safety and security services and repeat patronage intention.	Nunkoo et al. (2020), Yashodha & Abeywickrama (2020), OA (2017), Nuryawan et al. (2019), Gunasekar & Sudhakar (2019), Gupta & Sharma (2016), Carlson (2016), Ariffin et al. (2013), Naung Ye Aung (2017), Fen & Lian (2005), Anastassova (2011), El-Adly (2019), Wilkins et al. (2010), Doris & Awam (2020), , Worsfold et al. (2016), Skogland & Siguaw (2004)

Proposed Conceptual Model



Research Methodology

- **Research Approach:**
    - This proposed research is a mixed approach with qualitative and quantitative study. The study will confirm the variables extracted from literature by conducting unstructured interviews of industry experts, academicians and guests followed by classification of these variables by applying Kano model. Afterwards impact of Hotel Safety and Security services will be analyzed for repeat patronage intention.
- **Sampling Frame:**
    - The target population of the study will be hotel guests in India.
- **Sampling Method:**
    - Study will use purposive sampling method to select the respondents from the population as experienced guests' responses are required for the research.
- **Sample Size:**
    - For qualitative analysis of safety and security services, sample size will be 30 – 35 no. (Boddy, 2015: Dworkin, 2012)
    - For qualitative modeling using Kano model, sample size will be 250 -300 no. Kano studies have sample size between 50-300, which provides a margin of error between 5%-9% (*Kano Modeling – MeasuringU*)
    - For Impact Analysis, Sample size will be based on two criteria:
        - ✓ Selection of analytical tool: the study will have around 25-30 variables. Sample size should be 10 times of number of variables (Putri et al., 1998). So, sample size will be between 250-300.
        - ✓ Historical evidence method: the similar studies which have been conducted earlier have considered sample size between 250-300 (Ghazi, 2016).
- **Data Collection Instrument:**
    - Unstructured interviews for qualitative analysis of understanding various aspects of hotel safety and security.
    - A self-administered questionnaire with open and closed ended question will be used to collect responses for qualitative as well as quantitative data.

- Various types of questions e.g., Dichotomous questions, multiple choice questions and questions on five-point Likert scale will be used for this research study.

- **Data Collection Method:**
  - Primary Data for qualitative study will be collected through unstructured interviews (experts, hotel guests and academicians)
  - **Alternatives of Primary Data collection for Kano model application and Impact Analysis**
    - Crowdsourcing through survey sharing platforms or booking platforms

      and/or
    - Link sharing on social media

      and/or
    - Offline surveys from Guests at star category hotels of Delhi and NCR by offering perks. According to the report dated 18/12/2017 by Counsultancy.in, Delhi has the highest number of rooms in comparison with other cities of India. (*Indian Cities with the Most Hotels and the 20 Largest Hotel Chains*, 2017).
  - Secondary data has been obtained through literature survey.
- **Data Analysis Method:**
  - Appropriate software or tool e.g., AMOS, PLS SEM, SPSS, MINITAB, MS Excel or others will be used for statistical analysis of the collected data.

Tentative chapterization of the study

CHAPTER/ APPENDIX	TITLE
Chapter 1	Introduction
Chapter 2	Literature review
Chapter 3	Methodology
Chapter 4	Results, discussion and implications
Chapter 5	Limitation and future scope of research
Chapter 6	Conclusion
Appendices	

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